

in-touch

Newsletter



All change at Frontex

Sheena Matthews, PAI Consultant

For over a decade Frontex has helped co-ordinate operations at Europe's external borders in protecting the EU as a safe and secure area of free movement. This is a fast-changing Agency that is vitally important to EU security and is now attracting worldwide interest.

In 2016 a new EU regulation created the European Border and Coast Guard Agency. The Agency's new mandate and increased resources were a clear and strong political response not only to the migration crisis but also the major security issues faced by the EU at its external borders in 2015 and 2016. Frontex's new mandate also meant expanding and re-organising to be able to better handle its new responsibilities and increased range of tasks.

In the last year Frontex has grown by a third, to a staff of 488, and it will more

than double again, with a goal of having 1000 employees by 2020. This is a public service leadership challenge that PAI is proud to be helping Frontex to tackle.

Our support is for the leadership team which comprises an Executive and Heads of several professional, technical and support Units, all drawn from EU member states and based in Warsaw. Under the banner of a Leadership Management and Development programme, Janet Waters and I, both leadership consultants, interviewed all of the senior staff and designed a complex development programme that will strengthen both



Sheena Matthews (on the right) with Janet Waters

personal skills and corporate leadership capacity.

Working in close collaboration with Frontex internal change and HR teams, the inputs that we'll deliver over the coming months include transformational leadership workshops, individual and group coaching, including a voluntary 360 feedback, in conjunction with our partner organisation, the Real World Group™.

My lucky day

Cosmotina Jarrett, Deputy Secretary and Director of Research, Law Reform Commission, Sierra Leone

I am a legal practitioner trained in Sierra Leone. As well as my role at the Law Reform Commission, I'm a Law Lecturer at the University of Makeni.

I first got to know about PAI when I joined the Law Reform Commission in 2012. In June 2017, I received an email from Claire Cameron, Director at PAI, inviting me to take part in a survey and give feedback on PAI's professional development workshops. Claire also told me that PAI would hold a prize draw and the winner would be able to attend one of PAI's workshops tuition-free. So I happily filled out the questionnaire and returned it well before the deadline.

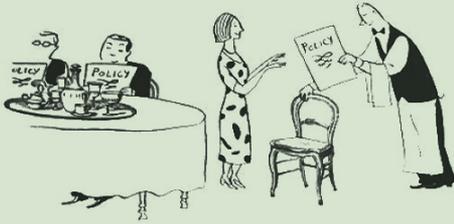
I was pleasantly surprised a month later when I got another email from Claire, informing me that I was the lucky winner of the prize! PAI gave me the option of attending a week's workshop either in 2017 or 2018. I chose "From Policy to Legislation", which took place from 18 to 22 September 2017 at PAI's central London training centre. The programme was well structured, covered a good variety of topics and was of immense benefit to me. Being a lecturer, I have since reviewed my syllabus and made changes to reflect the topics taught during the PAI workshop. In addition, I shall be organizing a training session with the researchers at the Law Reform Commission.



Thank you, PAI, for this superb experience. I encourage readers of this newsletter to please fill out the next survey questionnaire. One of you will be another lucky winner!

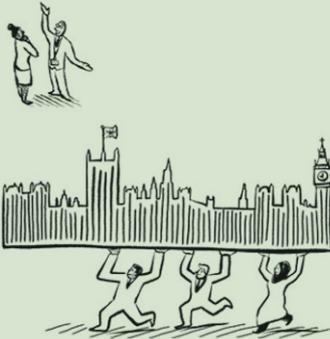
PAI launches three new one-week workshops

“Policy-Making: Consulting and involving the public” – 30 April to 4 May 2018



This workshop is aimed at public engagement/participation professionals and focuses on the importance of public participation and consultation techniques in policy-making on an international, national, and local level. It explores the drivers of public participation and covers the different participation and consultation models that other countries, multilateral organisations and institutions around the globe are using. It also explores the legal principles underpinning participation and how these can be interpreted.

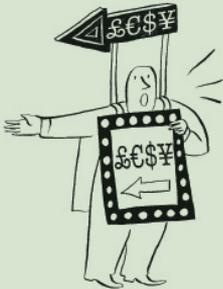
“Parliamentary Administration: Structures and procedures in Westminster” – 15 to 19 October 2018



Parliaments are bedrocks of democratic government and the Westminster model of parliamentary democracy has been adopted by legislatures around the world. The responsibility for running a parliament requires the highest levels of expertise. Change is very much the order of the day in the 21st century and this workshop looks in detail at how one of the busiest parliaments in the world is constantly adapting to change.

Designed for senior parliamentary staff, it offers you the opportunity to share your own professional experiences with some of the people – senior parliamentary officials, MPs and members of the House of Lords - who work in and manage the day-to-day business of the Westminster Parliament.

“Trade Policy and Trade Negotiating Skills” – 12 to 16 November 2018



This special UK workshop on trade policy is intended for policy advisers and senior decision-makers in governments dealing with trade policy and negotiations, including goods, services and investment. Trade policy is a complex area and trade policy officials need to handle a wide spectrum of issues in order to achieve effective results for their countries. This workshop covers both the theory and practice of the UK's experience of trade policy.

For more details or to book a place on any of our workshops, please contact Clare Waters (clare.waters@public-admin.co.uk).

Justice monitoring in Armenia

Slava Gromlyuk, PAI Director

I travelled to Armenia in November to attend the closing conference for the EU funded “Justice Monitoring” project implemented by PAI in collaboration with CECL and ELL. The Head of the EU Delegation to Armenia, Dr Piotr Antoni Świtalski, said that the core contribution of the project comprised designing an advanced and country-specific methodology for assessing people’s justice needs and expectations. The assessment provided in-depth, well-structured and reliable evidence for furthering reforms and relevant policies in the sector. The Minister of Justice, Davit Harutyunyan, highlighted the significance of the project’s results, particularly in strengthening evidence-based policy making as an integral part of the justice reforms. You can find out more about our project at: www.justicemonitoring.am



(left to right): Tatevik Davtyan (Director of the Judicial Reform Project Implementation Unit, Ministry of Justice), Liana Ghaltaghchyan (Project Deputy Team Leader), Taron Simonyan (Director of ELLP), Eric Svanidze (Project Team Leader), Slava Gromlyuk and Lilit Yeremyan (Advisor to the Minister of Justice).

International accounting standards and the rules of football

Jim Brooks, PAI Workshop Director

World football is a single jurisdiction. If a country wants to compete at football in the World Cup or the African Cup of Nations, then they must play by the rules of the game as agreed by FIFA, (Fédération Internationale de Football Association).

You can't just turn up and say that you don't bother with the offside rule or that you allow tackling from behind in your country. The rules are designed to provide a level playing field (sic) so that every team competes on the same basis.

International Accounting Standards operate in exactly the same way. The International Accounting Standards Board is the presiding organisation and consults with accounting bodies and interested parties across the world in agreeing the Accounting Standards which set out the requirements for the core Accounting Statements and the principles which lie behind them.

Compliance with these standards is tested at audit and gives assurance that the organisation, public or private, is compliant with best accounting practice and its final accounts present fairly the financial position of the entity.

There is no external approval process: no ratification by Governments; no international treaties or conferences to adopt the Standards formally; no agreement on implementation timetables; no grandstanding by G8 or G20 nations seeking concessions at an international conference. It is a modest, quiet and dignified affair in the boardroom of the Financial Reporting Council in London, beamed around the world for those who are interested.

The International Accounting Standards Board agrees the rules for the profession, just as FIFA does for football, agreeing a set of rules on how best to present the financial information telling the story of

the organisation's financial performance and position. This is regardless of the language, culture, currency and jurisdiction of the organisation.

A football referee can apply the rules of football anywhere in the world. Participants can be confident that the rules will be applied. Reporters, pundits and commentators can express opinions about the quality and style of play and the way the rules are being applied.

Similarly, an auditor working for an international accounting firm can go anywhere in the world in the knowledge that the accounts to be audited have been compiled along consistent and familiar lines.

A Wall Street analyst or a fund manager in the City of London can analyse Statements of Financial Position or Performance (Balance Sheet and Revenue Account to you and me) and be sure that the figures are comparable over time and with other entities.

A private investor in La Paz, London or Lagos can decide which stocks, shares or bonds to buy or sell, confident that the accounts show a reasonably accurate picture of the financial strength and performance of the company or, even, of the Government.

It's also worth saying that International Accounting Standards are not the latest iteration of developed countries using economic, political and sometimes military muscle to influence and control developing countries. The Standards are based on principles rather than strict rules so there is still room for interpretation in telling the story of the accounts. This, in itself, emphasizes the continuing contribution of the accounting profession in terms of the direction and control of the Standards.

There is much to be proud of in the story of the development of International Accounting Standards. This is the other



side of the coin from financial scandals, incurious auditors, greedy bankers, mis-selling of financial products, poor rating agency performance and weak and light-touch oversight by regulators. Accountancy without guiding principles is as dangerous as football where the rules are not properly observed. Both can result in serious impairment for the players.

Jim Brooks is a consultant in strategic management and finance. He was formerly City Treasurer of Manchester and Chief Executive of both Poole and Hull local authorities. He has been an Independent Board Member of the Departments of Environment and Agriculture, Environment and Rural Affairs in Northern Ireland. He is Chairman of the Audit Committee for the National Assembly in Northern Ireland. Jim is PAI's Workshop Director for professional development workshops on International Accounting Standards and on Public Financial Management. You can find out more about these workshops here:

<https://www.public-admin.co.uk/programmes/international-accounting-standards-ipsas-ifs-and-implementation/>

<https://www.public-admin.co.uk/programmes/public-financial-management-planning-and-control/>

Trading places – spotlight on Moldova

Slava Gromlyuk, PAI Director

In late October I travelled to Chisinau, Moldova, to attend a forum organised as part of our project on “Development of export potential and internationalization of consultants on both banks of the Dniester river”, funded by the European Commission and implemented by the United Nations Development Programme. This project aimed at building national capacity for export opportunities, in particular export to the European Union, through training and certification of 20 export managers from both sides of the Dniester. It was implemented by a consortium of four companies: Alternative Internationale de Dezvoltare (Moldova), Sigma-Expert (Moldova), Institute of Export and International Trade (UK) and PAI.

The forum presented a platform for representatives of export



Slava Gromlyuk (far right) with project partners at the forum

companies and business support organisations on both sides of the Dniester to share their views and experiences of export and international trade. It also included a certificate award ceremony for those who completed the programme.

Introducing Nigel Peters, OBE



We are delighted to welcome Nigel Peters, OBE, as a new member of our Advisory Panel. Nigel was for 20 years a Director of British Expertise International (BEI), a membership organisation that promotes British consultancy, professional services and related expertise around the world, with a focus on emerging markets. He led on development aid globally and geographically on Eastern Europe and Central Asia, Africa, emerging Asia and the Caribbean. Nigel was a member of the World Bank’s Private Sector Liaison Officer Network and organised meetings on a regular basis with the World Bank, EBRD, Asian Development Bank, DFID etc. On a visit to Moldova in 2012 he realised he had now visited all 15 former Soviet Socialist Republics!

Nigel’s earlier career was spent in the construction and consulting engineering industries. He was a member of the Government’s East European Trade Council from 1986-97, and was seconded to what is now the Department for International Trade from 1993-95 as Export Promoter for Central Asia, working with the FCO to open our first Embassies in the region after independence and to give guidance on commercial opportunities to the newly-appointed British Ambassadors.

Nigel was awarded an OBE in the 2017 Queen’s Birthday Honours List for “Services to UK Export Promotion in Eastern Europe and Central Asia”. He is also a trustee of the NGO EASST, which works on road safety programmes across Eastern Europe, is on the committee of the British Uzbek Society and is also Secretary of the All Party Parliamentary Group on Uzbekistan.